



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY SERGEANTS MAJOR ACADEMY
11291 SGT E. CHURCHILL STREET
FORT BLISS, TEXAS 79918

ATSS-C

26 October 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Long Hard Road - Afghanistan and Iraq

1. The US Army Sergeants Major Academy (USASMA) will produce a book for NCOs which will provide historical data on significant operations in Operations Enduring Freedom and Iraqi Freedom (OEF/OIF). The intent of this book is to collect the experiences of NCOs serving and leading troops supporting the Global War on Terrorism and to identify the best practices of NCO leadership applied at the operational level. The book will also serve NCOs as a reference and historical review.
2. Current OEF/OIF historical data, in many cases, omits the viewpoints and perspectives of NCO leadership on the battlefield and may, in some instances, fail to include significant input from NCOs -- input that would often make a particular mission fail or succeed.
3. To ensure the success of the book, we are asking for case studies from NCOs who served in OEF/OIF. We will consider all input but prefer case studies. It is essential that submissions provide a natural progression from the identification of a mission, problem, or situation all the way through the resolution. Progression through the entire process should be clear to the reader. The case study parameters and guidance, as well as suggested topics are attached.
4. USASMA will accept submissions from the entire NCO Corps, AC, RC, and ARNG. Email submissions should be sent to <mailto:atss-s@bliss.army.mil>, or mailed to the Director, School Secretariat, US Army Sergeants Major Academy, Fort Bliss, TX 79918 **NLT 15 January 2007**.
5. POC at USASMA is the Director, School Secretariat, DSN 978-8383, or Comm. (915) 568-8383. **Ultima!**

JAMES E. DALE
Command Sergeant Major

DAVID J. ABRAMOWITZ
COL, AV
Commandant

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- 1 - ea MACOM CSM
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Case Study Parameters & Guidance

1. Studies will be narrative in form.
2. Studies should deal with a discrete event, or short series of events, in as much factual detail as possible.
3. Studies should revolve around a major decision or dilemma faced by our NCOs, with all possible choices identified and characterized. Studies with more than one dilemma will be considered, but are discouraged given the limited page count of the book.
4. Tell the story up to the decision, identify the dilemma and the choices, describe the choice made, and analyze the choice.
5. Photographs will generally not be necessary but up to two maps per case study will be allowed. **DO NOT SUBMIT ANY CLASSIFIED** material as the classification of our book will be **UNCLASSIFIED**.

Suggested Topics

- Home station training
- Standing up a new BCT
- Contact with the enemy
- Winning Hearts and Minds
- Joint Operations
- Operating with Coalition Partners and the ISF
- Security
- Patrolling
- Rules of Engagement
- Casualties
- Civilian considerations
- Embedded Media
- RFI
- Public Affairs
- Urban Operations
- Logistical Operations/Support
- Small Unit Communications
- Power Projection (CRC Operations)